

Business Plan

1 Apr 2018 – 31 March 2019

VisitBrighton is the official tourism unit within Brighton & Hove City Council. The unit has three main areas of activity; marketing Brighton & Hove and the surrounding area to domestic and overseas visitors (VisitBrighton Marketing), selling the City as a destination for conferences, meeting & events (VisitBrighton Convention Bureau) and providing assistance to visitors prior to and during their visit to the City (VisitBrighton Visitor Services). This document details the planned work VisitBrighton will undertake in the 2018-19 financial year. Whilst areas of activity are detailed separately for clarity, the plan informs the work of the whole VisitBrighton team who operate as a single business unit.

Operation Overview 2017-18

2017-18 was a busy and productive year for VisitBrighton. Key outputs included:

Partnership

- 540 businesses working in partnership with VisitBrighton
- 80% of businesses renewing their partnership with VisitBrighton
- 150 new proactive enquiries, 30% of which were converted

Marketing

- Over 65 press & media visits hosted
- Featured in 168 UK articles/features including; Fabulous Magazine; The Guardian; Olive; Great British Food; The Metro; Coast and The Guardian.
- Featured in over 933 overseas articles/features including: Cosmopolitan (France); Mafengwo (China); Die Welt (Germany) and Living at Home (Germany).
- 9 Media Briefings delivered
- 3,372,833 sessions and 4,109,003 page views on visitbrighton.com
- 59,275 Twitter followers of LoveBrighton (as of 31 Mar 18)
- 24, 649 Facebook likees LoveBrighton (as of 31 Mar 18)
- 10,476 Instagram followers (as of 31 Mar 18)
- 13 consumer e-newsletters & e-shots delivered to 50,000 consumer database, with a 25% average open rate
- Partnership campaigns with VisitBritain and Tourism South East (Go! China and Near Europe Trade)

Convention Bureau

- 163 conference / event enquiries received
- 49 conferences / events confirmed for the city
- £70 million economic benefit generated for Brighton & Hove
- 9862 bed nights placed via the Conference Delegate Accommodation Booking Scheme, with a total value (actual) of £1,044,578.00

Recent Visitor Trends

Tourism is thriving in Brighton. Research shows that Brighton & Hove has been successful in maintaining its position in the market place as a leading UK tourist destination, with the volume and value of tourism in Brighton being considerably higher than its competitive set (including Bath, Bournemouth, Cambridge and Oxford).

Overall, an estimated 1,607,000 staying trips were spent in Brighton & Hove in 2016, of which around 1,228,000 were made by domestic visitors and 379,000 by overseas visitors. Compared to 2015, total overnight trip volume increased by 10.4%. Overnight trips resulted in an estimated 5,021,000 visitor nights spent in Brighton & Hove in 2016, up by 0.5% compared to 2015. Staying visitors spent in total £533 million on their trips in 2016. 2016 also saw an increase in tourism day trips with 9.6 million trips made in 2016, up by 5.8% from 2015 with spend increasing by 6.2% to £353 million. Total expenditure by visitors to Brighton & Hove totalled £886 million in 2016, an increase of 3.2% compared to 2015.

Total turnover generated by tourism in 2016 supported approximately 15,983 FTE jobs and 21,760 Actual Jobs (where seasonal and part-time jobs are counted separately) across Brighton & Hove. These jobs are spread across the travel/transport, hospitality, leisure, and retail sectors. According to labour market statistics there are 152,900 employee jobs in Brighton & Hove, thus around 14% of these jobs are supported by tourism generated turnover (Economic Impact of Tourism Assessment, 2016 Tourism South East).

The city's hotels are busy at most times of the year, achieving an average 80% occupancy, but there is some capacity and a recognised need to attract more weekday leisure short breaks, outside the conference season and peak summer months.

Operating Context

Inbound Leisure Tourism

Overseas visits to the UK are forecast to break through the 40 million mark for the first time in 2018, reaching 41.7 million, up 4.4% on 2017 which is expected to see 39.9 million visits. Spending by overseas visitors to the UK is forecast to reach £26.9 billion in 2018, up 6.8% on 2017 which is expected to total £25.1 billion by year end. With inflation forecast to be 2.2% in 2018, spend per visit is forecast to be stable in real terms.

For all things Brighton & Hove: www.visitbrighton.com

The impact of Brexit remains a key source of uncertainty. By the end of 2018 the departure date will be less than three months away and there is uncertainty about the transition period and post-Brexit settlement and their impacts on travel. VisitBritain research reveals that for most potential European visitors, Brexit does not affect their decision to travel to Britain for leisure. Furthermore, most Europeans still see Britain as a welcoming destination – and agree that the exchange rate means that now is a good time to visit.

Brexit related uncertainty is also a downside risk for business travel. Business visits to the UK from the EU were 3% down on 2016 in the first half of 2017.

The ongoing value of the pound is a key uncertainty. The pound remains much lower than its pre-referendum level and is forecast to continue to be weak throughout the medium term, indicating that Britain will remain a good value for money destination.

Domestic Leisure Tourism

In terms of domestic tourism, after two very strong years it is likely that this part of the sector will continue to enjoy a positive 2018, with two-thirds of the UK population (66%) planning a UK break according to ABTA research. Consumers are hesitant to 'spend big', but rather spread the cost over multiple day trips.

These figures are likely to increase with the much-publicised announcement of Prince Harry and Meghan Markle's wedding, billed for the late May Bank holiday. 2018 will also mark two important 100th anniversaries, that of the Royal Air Force and the right for women to vote.

Business Tourism

Confidence is high in the MICE (Meetings, Incentive, Conference and Exhibition) sector with the latest research, the UK Conference and Meeting Survey 2017 (UKCAMS), revealing that in 2016 the highest numbers of face-to-face conferences and meetings were held at UK venues since 2008. This is despite, or possibly because of, the uncertainty and instability created by Brexit. The research estimates that the sector was worth an estimated £19.4 billion in venue and destination direct spend in 2016, a rise in line with inflation compared with the estimated value of £19.2 billion in 2015.

The research findings show that the overall number of conferences and meetings in 2016 (an estimated 1.45 million) rose by 110,000 (or 8 per cent) compared with the 2015 figure of 1.34 million.

Recognising that MICE activity traditionally takes place mid-week out of season, this is an invaluable sector for VisitBrighton to target.

Future Focus

- Focus on increasing leisure short breaks with particular emphasis on:
 - UK Urban areas within 1 to 4 hours' travel time. (This could include cities with domestic flights into Gatwick.) NB People living within 60 minutes are much more likely to see Brighton as a day-trip destination.
 - International cities with direct routes into Gatwick and/or repeat visitors to GB wanting to travel beyond the honeypots.
 - 55+ visitors who offer a clear off-peak growth opportunity given the ageing population trend (both UK and international) and the city's current young visitor profile.
 - Pre-family, childfree and empty nesters who are more likely to travel outside school holidays.

- Focus on driving conference business with particular emphasis on:
 - **Association conferences** which offers a clear strength for Brighton, brings staying visitors outside the summer months and during weekdays.
 - **Academic, medical, scientific, public sector conferences** which offer a market for potential growth, allied with conferences in specialist fields identified by the city's Ambassadors Programme,.
 - **London-based corporates**, positioning Brighton as a place for product launches, sales conferences, team-building etc.
 - **International conferences** where there is a relatively low awareness of Brighton among international buyers and a potential growth opportunity.

- Invest in **the VisitBrighton brand** by sharing it across the tourism industry, applying it to inform city investment and development priorities, using it to guide marketing and promotion, and expanding its use into other city functions.

- **Work closely with regional partners** where it helps to boost Brighton's positioning as the city in the region and delivers new tourism activity.

- Raise the city's **profile with national decision-makers** to realise tourism objectives and access support and funding.

Partnership & Advertising

Key Market Sectors

We will continue to target the following sectors:

Brighton & Hove

- Guest Accommodation – Hotels, B&Bs, campsites, hostels
- Self-Catering accommodation – agencies, private owners, universities
- Entertainment venues, pubs, bars and night clubs
- Shops
- Restaurants, cafes
- Activity Providers
- Language schools
- Conference Venues
- Conference services
- Outdoor event organisers

Brighton Plus

Developing an enhanced portfolio of products to encourage day visitors to convert their stay to overnight and increase the length of overnight stays:

- Attractions
- Accommodation – larger spa hotels and self-catering agencies
- Vineyards
- Campsites
- Restaurants
- Shops

Non Tourism businesses

Recognising that 24% of visitors to visitbrighton.com originate from the local area, we will enhance the site with a directory for non-tourism businesses including: estate agents, digital agencies, solicitors etc. offering them a reduced package of benefits to include their listing and attendance at VisitBrighton networking events.

Partnership Year

Partnership Rebook

- New partnership year will start April 1st
- Incentivised referral programme to be introduced

For all things Brighton & Hove: www.visitbrighton.com

Partner Events

VisitBrighton will continue to host networking events for partners and will also use this opportunity to invite non partner businesses with a view to cultivating new relationships.

The events will also continue to include a business element in terms of external guest speakers

- May – Brighton Fringe
- September – Brighton Palace Pier
- Christmas - TBC

Partnership Lead Generation

New Brochure

- New sales brochure – available in hard copy and available on line
- To be distributed personally to target businesses in March and April followed by calls and individual appointments
- To be updated in December 2018

Publicising Partnership Programme

- Create a partnership video utilising vox pops of current partners
- Issue local press releases highlighting Partnership Programme milestones
- Utilise social media feeds
- Host an 'Open Office' event in Summer 2018

Industry Events

We will have a presence at:

- Brighton Fringe - May – New Road
- Paddle Round the Pier - June
- Sussex Business Expo – October - Brighton Racecourse
- English Tourism Week - March

Local Industry Organisations

We will continue to work collaboratively with local organisations to optimise partner benefits and to promote the partnership scheme to new businesses including (but not exhaustively): The Bid; North Laine Traders; Hove Business Association; Brighton Marina; Hove Business Association, Restaurants Brighton and Sussex Chamber of Commerce.

Within Brighton & Hove City Council we will forge stronger links with the Regeneration and Economic Development teams and develop joint marketing initiatives with the Brighton Centre.

We will create a Partner Focus Group through which to gather feedback and industry insights.

We will promote advertising opportunities to larger events coming to the city either directly or through festival organisers.

For all things Brighton & Hove: www.visitbrighton.com

Advertising: Optimising Partnership

We will offer a wide range of advertising opportunities across our website and in print these include:

- Hero images
- 'We Recommend' banners
- Website section banners
- Dedicated consumer newsletters
- City Map
- Delegate Deal Cards
- Shopping, Eating & Drinking Guide
- Mix and match of any of the above

Bespoke options are also available, allowing Partners to enhance their presence to market, over and above the basic partnership.

On-line leisure accommodation booking

On-line bookings continue to drive bookings to a number of B&Bs and smaller hotels. In recent years the volume has dropped due to competition from OTAs such as bookings.com, last minute and more recently, TripAdvisor. VisitBrighton is one of the few destination websites in the UK still offering this service to their Partners.

During 2018 we will:

- Continue to offer new and existing accommodation providers training sessions, refreshers and generally encourage them to use our booking service with the message that we still only take 10% commission, guaranteeing that commissions are channelled back into the work of VisitBrighton
- Work closer with our accommodation provider in-house reservation teams to ensure maximum benefits are achieved

For all things Brighton & Hove: www.visitbrighton.com

Marketing

To achieve sustainable tourism growth, in terms of marketing, VisitBrighton will:

- Target priority markets as tightly as possible.
- Use the Brighton Brand consistently and creatively.
- Involve partners beyond tourism in marketing the city.
- Work with organisations and attractions beyond the city itself to reach target visitor markets – strengthening the product offer and increasing marketing resources and reach.
- Develop and deliver creative campaigns – to position Brighton as a place for “culture” and “wellness”.
- Apply the Brighton Brand values to current marketing content – prioritise and foreground content that highlights the brand values.
- Develop an (ongoing) communications programme and toolkit to extend the Brighton Brand’s use more widely – first to VisitBrighton’s current partners, then beyond tourism.
- Set up a City Marketing Group that brings together the key organisations promoting Brighton as a place to invest and study as well as visit and meet – to review the Brighton Brand and evolve it for wider use, and to collaborate on marketing communications where it makes sense to do so.

While the following section has been split into Online and Offline activity this is purely for ease of understanding. Both areas of marketing will work in tandem with one another towards promoting the city and our partners to support the visitor economy.

Offline Marketing

Media & PR

Our media and public relations activity is an essential part of the marketing mix as it enables us to communicate the City’s key selling points and stories in a cost effective manner and deliver the greatest levels of Return on Investment.

Domestic

- Maintain UK PR agency to ensure Brighton & Hove remains ‘top of mind’ for UK leisure media with specific focus on promoting Brighton as a destination aligned with ‘wellness’ and ‘culture’.
 - A separate PR plan has been developed which focuses on four main activities– Press Office, Photocalls, Press Trips & Influencers (for more details see visitbrighton.com/plan-your-visit/work-with-us).
- Work with VisitEngland, Tourism South East (TSE) and the National Coastal Tourism Academy (NCTA) to maintain & raise awareness of Brighton & Hove to domestic visitors.

For all things Brighton & Hove: www.visitbrighton.com

Media Briefings

Produce and distribute quarterly briefings containing the latest news and major events, maintaining the focus on 'wellness' and 'culture'.

Press Trips

Encourage media to experience the city to write about different elements of the city's tourism offer with a specific focus on encouraging overnight stays and extending short breaks, broadening the offer to encompass the Brighton Plus area.

Brand Refresh

The Brighton Brand presents strong and clear values that capture the essence of what makes Brighton different from other cities and seaside destinations. The Brighton Brand is a valuable resource for tourism that should be:

- Used to align tourism priorities with the city vision – tourism offers the city a unique opportunity to communicate its values to external audiences both in the UK and internationally in ways other sectors cannot.
- Embedded more strongly in the city's futures planning.

The Brighton Brand will be refreshed in 2018.

Overseas

- Maintain PR agency in Germany to maximise awareness in this key market, focusing activity on pre and post-nesters.
 - An 'Activation Plan' detailing all German PR activity for 2018 has been produced (for more details see visitbrighton.com/plan-your-visit/work-with-us). In addition to working with traditional print media we will also host more trips for influencers.
- Maintain PR agency to represent VisitBrighton in China to maximise awareness in a key growing market
 - Offer travel trade support to potential Chinese leisure buyers.
- Engage and contribute to international campaigns run by VisitBritain including *OMGB – Home of Amazing Moments* campaign and the '*I Travel For*' experiential campaign.
- Participate in international campaigns led by VisitBritain and Tourism South East – including 'Go! China' campaign
- Participate in Near Europe marketing campaign in association with Tourism South East
- Participate in Vakantiebeurs, Netherlands (leading European consumer show) showcasing Brighton to 120,000 Dutch and Belgian visitors
- Host international media to showcase Brighton & Hove worldwide.

For all things Brighton & Hove: www.visitbrighton.com

Publishing Collaborations

London is the biggest source market for visitors to Brighton & Hove. In 2018 VisitBrighton will continue its partnership with key London Visitor publication:

- London Visitor Magazine – schedule of editorial / advertising agreed to maintain & enhance a dedicated 'Brighton Visitor' section in this publication. Content will run year round.

In addition to this we will also explore other media collaborations with national titles.

Print Items

VisitBrighton will continue to support our Partners through the production of 'core' print items to inform and assist visitors on their trip to the city.

- Brighton & Hove City Map – April 2018
- Bedroom Browser – continued quarterly publication throughout 2018/19
- Shopping, Eating & Drinking Guide – second edition to be printed in Spring 2018.

Online Marketing

Continue programme of SEO activity in order to grow visitor numbers to visitbrighton.com.

Key Developments:

- Review content across the site to ensure that it remains an informational and inspirational tool for visitors, specifically focussing on defined target markets, whilst also acting as a portal to push visitors out to our partner businesses.
- The Greeters micro site, the only section to still be hosted on the old design, will be brought in line with the rest of the website which, aside from improving the experience for visitors, will have a positive effect on the overall traffic of the website, whilst focussing on delivering 'authentic Brighton experiences'
- Social Media – In response to VisitEngland's Future Trends report we will be working more closely with social media influencers in order to burst visitors 'Filter Bubble'. Through our own channels we have approximately 100,000 followers so a separate plan has been developed to ensure that we use each of our social media platforms in the most effective way possible with the aims of driving traffic to www.visitbrighton.com as well as raising awareness of the city and our partners (for more details see visitbrighton.com/plan-your-visit/work-with-us).
- Enewsletters – We will launch a re-engagement campaign to ensure that people on our database are engaging with our messaging and introduce more targeted communications.

For all things Brighton & Hove: www.visitbrighton.com

Photography, Video and Mixed Media

In 2018 we will launch competitions where entries are based on providing image and video content as this will be useful material for the main website and our social media channels.

Thematic Campaigns

Throughout 2018/19 we will deliver a series of thematic campaigns, both online and through press & PR activity, as well as hooking into key campaigns marketed via national tourist boards VisitBritain and VisitEngland. Campaigns include:

April / May – City of Culture

This campaign will highlight the variety of cultural events taking place across the city. Starting with the Gilbert & George exhibition at Brighton Museum & Art Gallery and then moving onto the Brighton Festival; Brighton Fringe; The Great Escape and Artists Open Houses.

June – Culture & Wellness

Volks Railway will be celebrating its 135th anniversary and this month also sees the return of the London to Brighton Bike Ride. This campaign will look at how Madeira Drive has changed over the years, what is happening there today – for example the new Volks Visitor Centre; Brighton Zip and Yellowwave and look at what's to come with Sea Lanes; Soho House and the Madeira Terrace restoration project, emphasising a 'wellness' theme.

July / August – Summer of Fun

As the school holidays start we will showcase what makes Brighton & Hove the perfect city for a family fun getaway from events such as Paddle Round the Pier and the Kite Festival to attractions including Sea Life, Globalls and Brighton Palace Pier. July also includes National Parks Week so we will celebrate the city's parks as well as the South Downs National Park.

September – Food & Sport

This month we will have two main themes reflecting national campaigns and local events. Inspired by British Food Fortnight and the Fiery Foods Festival we will showcase the fantastic array of places to eat out across the city, targeting messaging at pre and post-nesters.

We will also showcase the variety of sports on offer as September sees the return of the Sport & Fitness Show and the Brighton Triathlon. The month also includes the Color Run National Sporting Heritage Day, embracing 'wellness' messaging.

October – Be More Snail

Inspired by the Snailspace sculpture trail taking place across the city we will encourage people to be more snail! This campaign will have a health and wellbeing focus encouraging people to use the trail to get out & about, to explore the city on foot and to enjoy being out in the fresh air.

November / December – Winter in Brighton

Promote the city as the perfect destination for a pre-Christmas break thanks to the independent shopping and exciting array of events including the Royal Pavilion Ice Rink and Burning the Clocks.

For all things Brighton & Hove: www.visitbrighton.com

January – Get Active

Promote the city as the ideal place to kick start your new healthy regime with an activity break including water & beach sports; country hikes and bike rides.

February – Romantic breaks

Position the city as the perfect Valentine's Day destination with a luxury break in the city complete with fine dining and plenty of jewellery shops for those tempted to pop the question...

Conferences

Business tourism is high value. Prestigious events bring Brighton a positive profile in the marketplace nationally and in Brighton's target industries. Conferences can showcase local talent and cutting-edge research, exposing Brighton businesses to national and international business markets. The economic vitality of Brighton's tourism is dependent on maintaining and supporting conference tourism. Conferences support the volume and viability of the large number of hotels in the city because they deliver weekday business, frequently at times of year when fewer leisure visitors come. Brighton has carved a successful niche within the high value association conference market.

The growth opportunities are about deriving added value from existing strengths and markets and using Brighton's proximity to London creatively and productively. The main focus remains association conferences because Brighton has developed experience and competitive advantage. In addition:

- To develop London as a source market for corporate business – to attract some of this business to Brighton, taking advantage of good transport links and a seaside location.
- To exploit London Gatwick - target international opportunities served by airlines from Gatwick.
- To exploit Brighton as a compact conference destination - the event can become embedded in the city and the conference 'owns' Brighton for a few days. That means working with businesses to deliver a bespoke welcome and dressing for particular conferences.
- To work more closely with the universities and with key industries to bring them together on bids for international events, further developing the Ambassador Programme.
- To develop a distinctive conference experience that encourages conference businesses to use the Brighton Brand in their sales and marketing.

Association Sector (Domestic)

The most enduring and high performing sector for the Convention Bureau, delivering in excess of 75% of confirmed business.

Sector Research & Lead Generation

- The Bureau will continue to research events and conferences that are held in competitor destinations both domestically and internationally and focus on proactive sales activity.
- Secure repeat business through regular client engagement and effective customer management.
- Integrate a new Customer Relationship Marketing (CRM) System to optimise sales activity and engagement.

For all things Brighton & Hove: www.visitbrighton.com

International Meetings, Incentive, Conference and Events (MICE) Sector

Securing international conferences and events can lead to both short and long term economic benefit as well as increase the recognition and profile of Brighton to an overseas audience.

Sector Research, Lead Generation and Product Development

- Grow and develop the Ambassador Programme, working collaboratively with citywide academics and medics to promote Brighton to an international audience.
- Pro-active and targeted sales call activity to this audience to generate leads.
- Work collaboratively with VisitBritain to exploit international sales opportunities (see Appendix I).
- ICCA database research to identify international conferences that have the potential to rotate to Brighton.
- Deliver a portfolio of Incentive, Partner Programmes and Team Building itineraries to engage emerging market sector.

Corporate Sector

Corporate organisations offer the opportunity for shorter lead, higher budget business, attracting large numbers.

Corporate Sector Research & Lead Generation

- Pro-active and targeted sales call activity to generate leads, with particular focus on the London market.
- Research events and conferences that are held in competitor destinations both domestically and internationally.
- Participate in industry events and shows that will give us access to corporate planners (see Appendix I).
-

VisitBrighton Ambassador Programme

The VisitBrighton Ambassador Programme continues to gather momentum and we can attribute 8% of the enquiries processed by the Convention Bureau during 2017 to the activity of this programme.

Brighton's excellence across a broad spectrum of academic, medical and scientific disciplines is harnessed by the VisitBrighton Ambassador Programme, which provides support and advice to individuals who are interested in attracting a national or international meeting in their specialist area to the city.

Ambassador Programme Lead Generation

- Networking events will be organised throughout the year to engage with new and existing Ambassador contacts.
- Educate, inform and harness new Ambassadors through participation in BSUH, University of Sussex and University of Brighton networking events and face-to-face meetings.

For all things Brighton & Hove: www.visitbrighton.com

- Work with VisitBritain to establish a UK-wide Ambassador Programme.
- Develop deeper insights into sector strengths and look to align activity to that carried out by BHCC inward investment teams.

Exhibitions, Events & Familiarisation Visits

Of the total enquiries received during 2017, 17% were generated from the events and exhibitions attended in year. We will look to increase that figure during 2018/19.

Planned Activity

- Continue organising familiarisation visits, hosting conference buyers in the City to introduce them to the Brighton portfolio of venues.
- Exhibit at relevant trade shows and events, looking to penetrate the London corporate sector.
- Work collaboratively with conference level partners to undertake activity, thus maximise impact and budgets.
- Participate internationally in VisitEngland co-ordinated events to maximise exposure.
- See Appendix IV for full details of events.

Convention Bureau Social Media

Planned activity

- To help reach a wider audience, cease using the @BrightonCVB twitter account and integrate conference activity with VisitBrighton's main twitter feed @Love_Brighton using relevant hashtags to differentiate messaging.
- Engage conference organisers and their delegates pre, during and post visits, encouraging use of the delegate accommodation booking service, encouraging extender stays and repeat visits.
- Work with new/existing influencers across the MICE sectors.
- Engage with industry professional organisations/bodies (MIA, Tourism South East, VisitBritain/VisitEngland, Conference News, C&IT, M&IT etc).
- Promote the VisitBrighton Ambassador Programme engaging with universities, hospitals and other private sector bodies.
- Utilise to maximise presence and drive footfall at the trade shows, exhibitions and sales events.

Conference Delegate Accommodation Booking Service (CDABS)

This is a key revenue stream for VisitBrighton, which we are continuously striving to grow. To help us achieve revenue growth in the coming year we will look to undertake the following actions:

For all things Brighton & Hove: www.visitbrighton.com

Planned activity

- Work collaboratively with B&HCC Outdoor Events team, BSUH and BSMS to maximise any opportunities to promote our service.
- Work closely with organisers to ensure maximum exposure of service to delegates thus achieving optimum booking numbers.
- Proactively research meetings and conferences coming to the city or neighbouring regions to offer the service of CDABS to planners and organisers.
- Promote the services of CDABs within the existing VisitBrighton Event Support Package to generate new revenue streams from events/festivals/shows coming into the city.
- Work collaboratively with our accommodation partners and encourage them to provide rooms at preferential rates outside of the main conference dates (shoulder nights).
- Provide refreshers and training sessions for new and existing accommodation providers.

Conference PR & Marketing

Work proactively with domestic industry publications to stimulate:

- Features in key conference & business media titles eg: Meetings & Incentive Travel, Conference & Incentive Travel etc.
- Support key features with targeted advertising.
- Investigate engaging VisitBrighton's existing overseas leisure PR Agencies to help position Brighton to overseas MICE organisers.

Convention Bureau Partnerships

Having strong partnerships with local, national and international organisations is instrumental in helping the Convention Bureau achieve its objectives and targets.

International

- Continue to work with VisitBritain/VisitEngland and their overseas representatives.
- Strengthen relationship with VisitBritain's Business Visits and Events team.
- Increase Brighton's ranking on the International Meetings Association (ICCA) index of international conference destinations.

National

- Work with MIA Destination Group, networking and sharing best practise with UK counterparts.
- Collaborate with Tourism South East (TSE) under the 'Meet Beyond London' brand.

Local

- Carry out quarterly Sales Managers Meetings for the city's Sales Managers

For all things Brighton & Hove: www.visitbrighton.com

Appendix I

VisitBrighton Activity Calendar 2018/2019

Additional events/activity will be added or amended as we progress through year

Event	Date	Location	Sectors reached
MeetGB Conference Client Fam-Trip	16 th – 18 th April 2018	Brighton	International Conference Organisers: Associations / Corporate
MeetGB	19 th – 20 th April 2018	London Hilton	International Conference Organisers: Associations, Corporate, Agents, Incentive, PCO's
IMEX	15 th – 17 th May 2018	Messe Frankfurt	International Conference Organisers: Associations, Corporate. Agents, Incentive, PCO's
VisitBrighton Ambassador Networking Event	May 2018 (date tbc)	Brighton	Researched & invited VisitBrighton Ambassadors
VisitBrighton Partner Networking Event	17 th May 2018	Brighton Fringe	VisitBrighton Partners
GANG Network Meeting	21 st – 22 nd May 2018	Cork, Ireland	Ambassador network event
UK & International Meetings Show	27 th – 28 th June 2018	Olympia, London	Domestic & International Conference Organisers:: Associations, Corporate, Agents, PCO's
VisitBrighton Conference Fam-Trip	June 2018 (date tbc)	Brighton	Domestic Conference Organisers:: Researched & invited clients from Associations and Corporate

For all things Brighton & Hove: www.visitbrighton.com

VisitBrighton Partner Networking Event	September 2018	Tbc	VisitBrighton Partners
LibDem Annual Conference	15 th – 18 th September 2018	Brighton	Non-specific sectors
VisitBrighton Ambassador Networking Event	October 2018 (date tbc)	Brighton	Researched & invited VisitBrighton Ambassadors
VisitBrighton Conference Fam-Trip <u>OR</u> VisitEngland/Britain Fam-Trip	November 2018 (date tbc)	Brighton	Conference Organisers: Dependent on fam-trip being undertaken
VisitBritain / VisitBrighton International Conference Fam-Trip	February 2019	Brighton	International Conference Organisers:: Association, Corporate
VisitBritain Overseas Conference Showcase Networking Event(s)	Dates tbc	TBC: Paris, Brussels, Germany	International Conference Organisers:: Associations, Corporate, Agents, Incentive, PCO's
'New' Evening Networking Event	Dates tbc	London	To be advised: Dependent on event type and further research
C&IT Corporate Conference Forum	January 2019 (date tbc)	London	Domestic Conference Organisers:: Corporate
VisitBrighton Ambassador Networking Event	March 2019 (date tbc)	Brighton	Researched & invited VisitBrighton Ambassadors

For all things Brighton & Hove: www.visitbrighton.com